

# CASE STUDY



## Elmwood College

***"Investors in People keeps employers on their toes. It makes sure that we pay attention to the connection between developing our staff and achieving our business goals.***

***As an educational establishment our staff are our main asset and their performance is directly related to the skills and knowledge that our students acquire during their time with us. It is paramount to our success that we develop all staff to their full potential and involve them fully in our business planning processes."***



### Christina Potter, Principal

#### BACKGROUND

- Size:** 400 employees
- Sector:** College specialising in land-based, business and hospitality education
- Location:** Cupar, St Andrews, Cupar Muir and Stratheden
- Status:** Recognised since 1996.

#### THE ORGANISATION

Elmwood has gained an enviable reputation for its high standards in teaching and learning over the last 52 years of its existence. Elmwood is internationally recognised as a centre of excellence in golf-related studies and as a specialist in land-based education. Combined with its impressive rural location in North East Fife, near the historic golfing town of St Andrews, it makes an ideal location in which to work and study. It is a place to learn and make new friends within its outstandingly warm and friendly environment.

#### IMPACT OF USING INVESTORS IN PEOPLE

We first achieved recognition as an Investor in People employer in 1996. As a teaching and learning organisation Elmwood's senior management have always recognised the importance of having highly skilled and knowledgeable staff who can provide a wide range of opportunities to all of our students. Investors in People provides a means of focusing precisely on the needs of staff to enable them to keep their skills and knowledge up to date. Each element of the Standard is designed to ensure all levels of management contribute to the development of college staff. The whole college has become a highly effective learning organisation. Staff development has become deeply embedded within the college's corporate culture as a result of its commitment to maintaining the Investors in People Standard over a long period of time.

There is ample evidence of the college's determination to help staff improve their performance and attain their potential through its commitment to training in a very competitive education sector. Staff appreciate the development opportunities open to them and that these often exceed the requirements of their current responsibilities. Particularly impressive is the work done on management development and by staff involvement in the operational planning process. All staff are organised into recognisable teams, each of which has become competent in using the "balanced score card" to create, implement, and evaluate sensible and stretching SMART targets during each college year.

Recognition as an Investor in People involves focusing the college's mind on improving the quality of its most important resource – its staff. The independent scrutiny given by the Investors in People Assessor ensures we are not becoming blinded to changes in the external environment and that we can develop our staff to be competent and confident in delivering all aspects of the curriculum and support services we offer to our students.